Final Group Project

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Professor: Heather M. Caruso

Confidentiality:
Client has requested us to keep all materials including names of people and organizations confidential

Honor Code:
“We pledge our honor that we have not violated the Chicago Booth Honor Code during the completion of this project”

Matthew Hagquist
Matthew King
Michael O’Connell
Kylie Opelt
Ben Parayankuzhiyil
Leon Zhao
Reader note:

The yellow highlights represent comments by Dan Bassill added to this paper after its FINAL submission for the Chicago Booth class project.

Summary

Dan’s power and influence comes from his constant focus on one overall mission for over 30 years – helping inner city youth connect with mentors and learning via structured, volunteer-based non-school tutor/mentor programs.

Over the past eight weeks, we have developed an influence campaign to help Dan Bassill generate support for a new not-for-profit organization, the Tutor/Mentor Connection (T/MC). We began by thoroughly analyzing and evaluating his objectives, his business situation, and his current power base. We then developed a campaign focused on his needs to develop awareness, credibility, and scale for the T/MC.

Our group conducted extensive research to understand Dan’s business as well as his power base. Our research involved interviews with Dan Bassill, his connections and former associates. We also reviewed statistics, and collected relevant information from a vast database of contributions from past tutor/mentor activities, various research and articles, and social media websites. Our analysis concluded Dan’s power base has enormous potential that has been left largely untapped. With a carefully orchestrated campaign, Dan can get T/MC off the ground quickly and build on its success.

Our recommendation for Dan consists of three parts: 1. Splitting business into three discrete entities to target specific audience segments with a clear value-centric pitch; 2. Reach out to Dan’s network with the renewed goals and enthusiasm and gain as many resources as
possible using his personal, relational, and positional power; and 3. Quickly turn the momentum into concrete, highly visible results and use the results to further increase the influence of the organization. The remainder of the paper will discuss additional issues such as ethical/fairness concerns, and measuring results.

I. Overview of the Situation

About Dan Bassill and Tutor/Mentor Connection

Dan Bassill, former President of the mentoring organization Cabrini Connection, recently left his role to establish his longtime vision, the Tutor/Mentor Connection (T/MC). There are three distinct, but related aspects, of T/MC. First, T/MC uses business concepts like supply and demand theory, and marketing in its efforts to connect volunteer-rich tutor/mentor programs with in-need youth living in high poverty areas. Dan and his volunteers spent years developing an Online Tutor/Mentor Locator that many individual organizations can utilize to discover the landscape of tutor mentor demand and supply. T/MC’s vision is to bring together the supply of mentors and tutors with the demand for their services in a more efficient manner than individual organizations are able to perform autonomously. Secondly, T/MC also serves as a knowledge center for running a tutor/mentor organization. T/MC not only hosts two conferences each year, but also keeps an enormous Online Resource Center. The amount of knowledge Dan Bassill has developed to help non-profit organizations over the years is vast and he shares it freely for tutor/mentor programs, businesses, colleges, hospitals, and others looking to become more strategic in using their resources for workforce development and public benefit goals. Lastly, Dan Bassill has worked as a consultant for struggling non-profit organizations developing
tailored plans that have helped target the right market, generate funding, and manage internal costs. Thus far, organizations from all over the world have received Dan’s help.

The separation from Cabrini Connections brought T/MC more freedom but also additional challenges. Without the mentoring activities as the face of the organizations, T/MC is a relatively unknown organization and will heavily rely on Dan personal influence. Financially, T/MC will need to find its own source of funding and operating space without competing with Cabrini Connection, which has also struggled financially since the separation. Finally, T/MC needs to acquire volunteers who will donate their time to support its initiative.

At this critical moment, Dan welcomed Booth students to help his organization develop an influence campaign to support T/MC’s development, to draw attention and gain credibility for the organization throughout the greater Chicago-land area, and to align individual organizations to join forces with the T/MC.

Research Goals and Methods

1. Interviews with the Client

We started our research by preparing extensively for our introductory interview. One of our group members, Leon, had previous knowledge of our client, Dan Bassill, and his idea of the T/MC through volunteer work at Cabrini Connection. This existing relationship allowed us to gain better access to Dan and the T/MC. We were able to familiarize ourselves with Dan and his organization by spending a significant amount of time exploring the plethora of information available on the T/MC website. Our first interview consisted of a casual introductory meeting and provided us with a strong starting point and some things to consider before we met with him again. After we communicated the intended scope of our influence campaign and learned about Dan and the history of the T/MC, we discovered our influence campaign will not only apply
power and influence concepts to Dan’s current activities but will also help Dan setting the
direction of his organization the following months. We used the follow-up weekly meetings to
gauge client’s reaction as well as acquire pieces of additional information. The client is fully
aware of our hypotheses and recommended course of actions throughout the project.

2. Third-Party Interviews

In addition to meetings with the client himself, we also conducted a series of interviews
with Dan’s network connections. These interviews included officers at Cabrini Connection as
well as both current and former volunteers. (See Appendix I for a partial list of interviewees) We
found that, through exploration of the client’s extensive network of community and industry
leaders, Dan had understated his existing relational and personal power. We also communicated
with organizations that are currently using the T/MC to better understand the reasons for
becoming involved in Dan’s organization. This research helped us to understand the benefits and
detriments of the T/MC from an insider’s perspective, as well as diagnose Dan’s positional
power base. We also conducted an interview with an organization that has currently chosen not
to be part of the T/MC. This first-hand knowledge significantly helped us to understand the
obstacles that Dan faced. Our meetings with leaders of existing tutor-mentor groups, who will
benefit under the successful implementation of Dan’s T/MC program, helped us with diagnosing
Dan’s current positional power and ultimately develop a successful influence campaign.

3. Secondary Research

As was mentioned above, the client maintains a website with a vast amount of data. Dan
not only maintains a comprehensive list of articles and research on his website
(www.tutormentorexchange.org), he has also developed a database called OHATS (Organization
History & Accomplishment Tracking System) for tutor mentor organizations and participants to
track their activities and inputs. Using both web content and OHATS, we were able to gather a considerable amount of quantitative data, as well as superlative background information, which allowed us further insight into Dan’s positional power. In addition to the T/MC website, our group also explored social media such as Ning, Linked-In, and Twitter and were impressed by Dan’s level of involvement in social media. Throughout our research we found that the primary data (interviews) and the secondary data (website and other general research) provided us with the complimentary information.

II. Key Findings

1. High Personal Power

Dan has a strong personal power base which he has derived from his own strong character. Dan’s character is visible through his involvement in the neighborhood. Over the years this has banked Dan substantial goodwill throughout the community and provided him with personal expertise, both of which can be leveraged to accomplish his goals. His strong character can be evidenced by reading the recommendations posted on his Linked-in page. There are numerous entries expressing his dedication and commitment to the causes in which he is involved, specifically those targeted toward the youth of Chicago. He also has a reputation for being passionate about the programs he supports, for inspiring people and for truly making a difference, and for having a completely un-selfish perspective. We have witnessed this passion and dedication ourselves as we have interacted with Dan throughout this project.

Dan is a giving man who has banked plenty of goodwill in the city of Chicago, but more specifically within the not-for-profit community. He has shared his own time and resources to help others build programs similar to Cabrini Connection. He has worked with numerous volunteers over the years, all of whom had positive experiences and are anxious to reciprocate.
Dan also possesses expertise in areas that can be utilized to make T/MC a success. He has seventeen years of experience in advertising and thirty-six years of experience leading Cabrini Connection. Dan also spent four years working with Chicago’s United Way developing a leadership and employee giving campaign geared toward major Chicago corporations.

2. Potentials in Dan’s Positional Power

Dan’s charitable deeds have given him great personal power, and they have also given him a great source of positional power. Dan’s extensive history as a leader of programs and organizations has served him well with regards to building his credentials. This will be a great jumping off point for Dan as he builds awareness of T/MC throughout Greater Chicago.

As we diagnosed Dan’s positional power, we found a resume that reads like a dream. As a leader of the Cabrini Connection for decades, he has personally grown and managed a successful non-profit organization. Currently, Dan is the president of his own brain-child, T/MC. His credentials exhibit his ability to lead and operate, but also that he is comfortable and effective in a position of authority.

3. Highs and Lows in Relational Power

Dan has an extensive existing network. He has 500+ LinkedIn connections and twenty-six unsolicited recommendations. His network incorporates different types of people and allows Dan to bridge independent networks. (See Appendix III) However, we believe because of his charitable nature, most of Dan’s strong ties are with people with low power such as local organizers of tutor/mentor programs, school administrators, and social scientists. Dan kept a very poor tab on maintaining his connections. In many cases, it was only after our extensive interviews that we were able to uncover the history of his connections and were amazed to
find out how much Dan has done for various people without reciprocity. We feel his strong ties can be used when he needs the additional rally for support from more powerful individuals.

On the other hand, Dan has many weak ties with powerful people such as former Mayor Richard Daley, Secretary of State Jesse White, Governor’s executive director Ted Gibbs, and numerous local reporters. Dan cited the reason for only having weak ties with powerful people is because of the concerns of public image led many influential people to create associations with local charitable organizations. We noted this as something that can be leveraged in the future to increase his organization’s influence.

4. Misuse of Influence

The biggest problem with current organizational structure is a lack of understanding of T/MC’s goals. Some difficulties faced by the organization in recent years include distrust from the board of directors at Cabrini Connection because they did not understand T/MC. Many of the donors do not understand T/MC and have specified that the funding should be used exclusively for mentoring activities.

This problem has grown over 18 years as the organization has continued to draw most of its board members from people who “understand” the direct service T/MC and who do not have the “civic reach” or “perspective” to understand and advocate for the citywide-strategies of the T/MC.

We realize that despite Dan’s compelling vision, he is having difficulty leading others to see the value of the T/MC organization. Some of the problem stems from Dan’s unwillingness to convey his vision one piece at a time because he feels all the pieces are interdependent with each other. (Dan believes that lack of understanding comes from a) close association with the Cabrini
Connections programs; b) lack of leadership on Cabrini Connections board with civic reach and credibility when speaking of T/MC global strategy; c) lack of funds to communicate the ideas effectively, and consistently, which also leads to the multiple web sites and other challenges observed by many who have looked at CC, T/MC in the past; and d) the T/MC is an idea ahead of its time. People don’t like change and T/MC is suggesting a fundamental shift in the way non profits are supported. Since there are few others doing this, there are few credibility models to provide a reference for donors and leaders to use to understand T/MC. Thus, Dan understands his role as a missionary and works with a “if you build it, they will come” mentality.

A 1998 Case Study by the Chapin Hall Center For Children illustrated how difficult it would be for people to understand the T/MC because it does things that no other intermediary in the social sector is doing.

25 corporations/foundations have contributed $50k up to $417,000 in single or muti year donations since 1993. Of these only four were specifically focused on Cabrini Connections. Four were specifically focused on T/MC. The rest were general operations grants influence by the combined message of CC, T/MC. Thus, the T/MC was as fundable as Cabrini Connections. The largest grants over the past 5 years ($30k and more) has a T/MC influence. It was the shifting nature and inconsistency of these donations and the negative impact of the economy over the past 10 years ….along with changing mix of board members and their areas of interest….that caused the split that is taking place now.
For example, even though T/MC runs six different websites, each website has a long-winded mission statement littered with links referencing materials from other websites. It is difficult for anyone to read the mission statement and understand T/MC’s purpose. Furthermore, Dan writes extensively on his goals and uses heavy visualization to convey his big picture ideas. This kind of marketing lacks the appeal to volunteers because volunteers are looking for a well-organized activity where they can use their limited time to accomplish a simple goal.

*Not accurate. The organization is highly visible on the Internet and is contacted by volunteers and interns on a regular basis who offer their services. The web sites helped attract a $50k anonymous donor in 2007 and $25k donations from the F.I.S.H. Foundation in 2009 and 2010.*

*Lack of manpower to do development and fund raising, and build relationships with donors and business leaders, along with the rapid decline of the financial markets, is the primary reason for inadequate revenue. Lack of board members with civic reach and ability to attract philanthropic investment is an equally important contributor.*

Another influence problem identified is the ineffective use of social media. In addition to Facebook, Twitter, and Ning accounts, Dan also has separate forums on each of his websites. Despite the wide net, Dan has been ineffective in generating user interest. Few people posted comments over time and Dan has always responded to every comment.

*Not sure I agree with your observation. Most forums are ineffective in attracting large contributions. T/MC web traffic averages more an 9000 visitors per month, mostly as a result of social media and the type of internet networking that Dan does. Dan’s work has built solid*
reputation in places like Social Edge, which hosts forums that discuss the ideas Dan has been developing. http://www.socialedge.org/discussions/business-models/maps-and-whats-possible

III. Recommendations

Our recommendation has three parts. The first recommendation aims at setting up an organizational structure that will maximize its influence on its target audience as well as generate some initial interest. The second and third recommendations will subsequently build on each other going forward and create a “fly-wheel” of sustainable value creation and increasing influence.

1. Right Influence for Right Audience

In order to set up an organization that exerts its influence effectively, we recommend splitting T/MC into different business segments, each with an independent goal. T/MC can simplify its marketing message and give each segment’s target audience a simple and strong reason to offer their support. Such a strategy is dependent on recruiting partners/co-owners of the individual business segments, who take an operational lead in developing that segment, with Dan as a creative and vision-oriented leader.

While managing multiple business segments simultaneously, Dan can also achieve his personal goal of improving communities with managed growth of tutor/mentor programs. Since the T/MC is a learning organization, the number and type of business segments can grow in the future as T/MC finds new ways (and new partners) to support the growth of high quality tutor/mentor programs and generate revenue from doing this.
The **Conference Business** segment will be focused on sharing tutor mentor knowledge and creating a supportive network of non-profit professionals. Because of Dan’s personal and positional power such as his unique knowledge and reputation, this business segment gives non-profit organizers a simple and compelling reason to join the network. Instead of organizing research articles and white papers on different websites and link them in a disjointed fashion, Dan should create a centralized knowledge base of all the information. He can further resolve the lack of maintenance problem by giving power to online volunteers to organize the information remotely. In return he can recognize the volunteers’ efforts by giving them webmaster title. The Conference Business segment would also includes Dan’s entire social media network including Twitter, Facebook and Ning accounts. For Dan to use social media effectively and create momentum for user-generated content, we believe centralizing user generated content will be more effective than casting a wide net. Spreading user generated content too thin decreases the evidence of social proof for potential users and works in contrary to create the momentum. Instead of creating a wide area of topics on separate websites, we recommend Dan direct all traffic to a single website, Ning, and aggregate over a dozen discussion topics into three to four major topics.

The **Online Tutor/Mentor Locator** segment has three uses: 1. it allows well-managed tutor/mentor organization to gain social support and further expand their markets; 2. it allows potential volunteers to find where they are needed the most; 3. it allows students find a tutor mentor program that suit their needs. Currently the web site holds a vast amount of information about individual tutor mentor programs as well as neighborhood information. While this information benefits the individual volunteer, the user interface is confusing and creates a potential barrier towards potential users. To further simplify the reasoning and increase influence
for potential users, the web site needs a redesign that reflects quality of information as well as simple and compelling visual aids showing the neighborhoods in dire need of attention.

Dan’s vision for the Program Locator is that leaders use it in their own efforts to support volunteer based tutor/mentor programs and that future versions include an ability to make donations to programs shown on the maps, and to track the distribution of donations to different zip codes in the city. If the Program Locator can connect programs with needed resources, and encourage a better distribution of resources to all poverty areas, programs will be more active in maintaining their data and promoting the program locator themselves, and donors will begin to use this as a central site for supporting tutor/mentor programs. If this can be made to work in Chicago Dan believes it can be leased to other cities throughout the world.

Finally, the Consulting Segment focuses on the less well-managed organizations and helps them target their audience, refine their niches, reduce operating costs, and increase donor influence. We find Dan’s personal brand matters much more in this segment than the brand of organization because he is ultimate the person that interacts with clients and clients need to like him on a personal level in order to trust him. We believe Dan’s personal power will help him build a client base quickly, but in order for this business to truly succeed, Dan needs take on others perspectives and help solving clients’ problems beyond their external business objectives.

Dan believes the greatest revenue potential in the Consulting Segment is his ability to work with businesses, faith groups and cities to help them develop year-round strategies that encourage employees, members and customers to become part of tutor/mentor programs.
The Knowledge Network business – The large amount of information the T/MC has aggregated and shares in its informal consulting is one of the greatest assets. From this T/MC reaches out to enlist people in conferences. From this T/MC provides information for the maps and Program Locator. T/MC seeks to generate revenue to support this by setting up a form of subscription and/or membership, with different levels of support. (see more). Through grants the T/MC seeks to build new knowledge in areas where there is little current focus. Through this T/MC will build a deeper understanding of the different kinds of tutor/mentor programs, the type of resources and leadership needed to make them work, the distribution of these programs in different part of the city, and the ways business, college and faith group volunteers can benefit from their involvement. The OHATS documentation system and the Social Network Analysis project might fit under this umbrella.

Produce books, videos and training materials. While the T/MC has extensive knowledge and writes much about what needs to be done to make more and better tutor/mentor programs available, this information is not “packaged” in books, pamphlets or training sessions that could be sold, and/or that can build reputation and credibility. If T/MC can find ways to do this, it will enhance its ability to sell itself and succeed in its mission.

The Public Awareness/Resource Building business segment – T/MC not only collects information and coaches people to use it, but creates events that repeat every year which are intended to draw more people to use the information and draw more volunteers and donors through the maps/directory to the different tutor/mentor programs in Chicago. This is a service that most intermediaries do not provide and it is made possible because T/MC aggregates information related specifically to tutor/mentor programs.
T/MC seeks to create edu-tainment, e.g. videos, movies, etc. that educate people about where/why tutor/mentor programs are needed, motivate actions, and entertain at the same time. Sponsors, Producers, etc. will be recruited to generate revenue for this effort.

T/MC also seeks to create “competitions” where groups of people earn recognition for an action that takes place in many places and is recognized via on-line voting and awards given by hi-profile influencers. Fees and sponsorships from this activity will generate revenue. Success of the activity will generate visibility and influence that leads to reinvestment in this and other T/MC activities.

TMC seeks to coach leaders in companies, social and civic groups, etc. to take on leadership where they use their own resources to build visibility and draw volunteers to tutor/mentor programs. The Lawyers Lend A Hand Program in Chicago is an example of this. Over 18 years T/MC generated nearly $90k in revenue from its support of the growth of LAH, and generated nearly $40k in donations to Cabrini Connections at the same time. Duplicating this in many industries, and many cities, can be a source of revenue, and a strategy for influence building.

2. Build Transactional Influence to Increase Organization’s Resources

Dan needs to start using his influence campaign to gather required resources to run his organizations, from both donors and volunteers. This is the most difficult part of the campaign and we recommend Dan adopt a high perspective taking, high transactional approach to gather the required resources.

The first step to use transactional influence is to monitor others demands. Dan is fully aware that charitable donations are rarely without obligations. Powerful people and organizations
donate for visibility and recognition. Executives in corporations want board position in non-profit in order to increase their own visibility and promote their organizations as socially responsible. Politicians are concerned with their public image and would actively reach out to non-profit organizations to increase their own influence. College students and social scientists want to work with quality learning opportunities and earn course credits. Dan should actively monitor the local news to find organizations or politicians in search of better public image and social responsibilities, and reach out to them and ask for support. For example, newly elected Mayor Rahm Emanuel is suffering backlash from the non-profit community because he proposed charging property tax to non-profit organizations. Dan could use this opportunity to connect with the Mayor and help him with his public image in order to create a win-win situation.

The second step to use transactional influence is to create as many resources in exchange for donations. The most obvious way to create visibilities for his supporters is to use Dan’s communication channels, such as websites or conferences, to advertise. Cabrini Connection has done a poor job to support its donors because the quality of the presentations which displayed its supporters’ brands was poorly constructed. With the new organizations, Dan has the opportunity to create a new expectation. Dan has previously stated he was debating among the organizational structure as individual, as a non-profit organization, or as a for-profit organization. We highly recommend the non-profit option for this specific reason. The board of director seats and advisory council positions are cards he can give out in exchange for donation and support. In addition, a donation to a non-profit organization is tax deductible. Dan should use these advantages of a non-profit organization together with his own extensive advertising background to create visible and recognition for his supporters.
The third step is to approach target individuals or organizations with a strong pitch that exudes enthusiasm and renewed goals. For years, T/MC has remained consistent in terms of its goals and directions. Even the website design has remained largely stagnant (the web site has an entirely new design, created in 2009 by a company called The Royal Order of Experience Design. This is not in place because money has not been available to re-build the sites based on the design.). In order to convince the weak ties who are also potential donors to become involved, it is imperative for Dan to build a story of brand new objectives and brand new starting point. In order to display the willingness to attain high goals, Dan needs to reach his current limited resources and rebuild the image of his organization from scratch, and also pitch his new initiatives with profound enthusiasm. We believe Dan is a naturally charismatic leader as long as he can focus on the perspective of the potential donors. He will be able to rally a lot of initial support to get T/MC off the ground.

3. Build on the Results

The most important aspect to the long term success of T/MC is to continuously build on the success and increase the organization influence. Dan needs to make all small wins highly visible and create a highly cohesive unit within his organization. He could use his website to promote fund raising efforts, emphasize the value created by the organization, and continue to promote a professional and value-centric image of T/MC. As T/MC and Dan Bassill continue to improve its brand image in the tutor/mentor program landscape, Dan can further use this positional power to build his transactional influence by asking for an even greater donation and volunteer base.

Once Dan has an initial set of on-going relationships, he needs to cultivate the “key” relationships that can help him with T/MC, both with monetary and non-monetary sustainable
support. To build these relationships, he needs to reach out to his contacts regularly without an ulterior motive (i.e. to ask for something). Calling those key contacts to wish them a happy birthday, to compliment them on a mention in a newspaper article or just to catch up will go a long way in building long-term relationships. Then when it is time to ask for support for T/MC, the solicitation call will not seem out-of-the-blue. The donor will already be familiar with T/MC and Dan’s work because he has invested the time cultivating a relationship. We also left Dan with a word of caution: this tactic must be used carefully as it can get very cumbersome to keep up this sort of relationship with too many people.

The last advice for Dan is to use more formal authority. From our conversations, we found Dan to be inefficient at using his positional power. Dan appears squeamish about harnessing his positional power base, and we have worked on coaching him to better use his authority to influence people within his network. Dan’s expressed authority within the Cabrini Connection for over thirty years and his current role as President of T/MC will give him, and his cause, instant credibility. This credibility will serve as a strong foundation and open many doors within Dan’s network. Dan also has substantial implied authority. He has spoken at numerous organizations, has lead by example, and is well respected within the Greater Chicago community as a leader and a philanthropist. This implied authority will only serve to strengthen his expressed authority.
IV. Additional of Issues and Concerns

**Estimated cost to implement any of these ideas**

Each of the recommendations in this plan have a cost. Without an estimation of what the 1-5 year cost might be to implement these ideas, we are just frustrated with more recommendations of what we should do, but without the talent, time or resources to do the work.

**Measuring Success**

Our measuring of success is based on two quantitative criteria. 1. The attendance at Tutor Mentor Conferences hosted twice a year, and 2. The web traffic (page views) of tutor and mentor user-generated content website. The attendance at Tutor/Mentor Leadership conference is a strong indicator of the positional power of T/MC because it requires considerable effort and time investment to attend such events. Only the most devoted supporters of T/MC and local leaders who are genuinely interested in helping their communities are interested in attending. Our goal is to restore attendance figures to 2001 levels, or 500 attendees, within two years of the execution of this campaign, as levels have been falling steadily over the last several years. (See Appendix II) In addition to measuring conference participation, we want to track usage levels of the Online T/MC Locator tool and resource site. All T/MC webpages have web analytics embedded in them. Web analytics tracks not only the type and number of page views, but also unique visitors. Currently tutormentorconnection.org website has 5000 unique visitors and averaging 2-8 posts a month. In order to gain considerable momentum and keep the momentum going, the site needs to double visitors every six to nine months, and user-generated content should grow at a rate of at least 15% per year to keep it fresh and current.
Two other measures of success

a) number of actions documented in OHATS, and number and range of “endorsements” given by people who have come into contact with T/MC. While Dan’s Linked in page has nearly 20 endorsements, OHATS and letters and media stories generated since 1993 number in the hundreds and perhaps thousands. Aggregating this information into meaningful sound bytes that might build donor and leader support is one challenge that must be overcome.

b) the expansion of the T/MC network from seven volunteers in 1993 to thousands of people in 2010 can be demonstrated using Social Network Analysis tools. The T/MC database in 1993 included 400 names. Today there are over 15,000. Today a Google search for the words “tutor mentor” brings up about 8,670,000 results (0.20 seconds). The Tutor/Mentor Connection website is #1 on that list. Five other T/MC web sites are among the first 10 sites listed. Find a way to show this as a value to potential sponsors and donors.

Ethical Concerns

The ethical concerns related to our strategy are three-fold. First, a simple free market approach towards organized programs might not benefit all programs equally. Certain underfunded programs could start losing volunteers or students to competing and better funded organization as result of the added transparency by T/MC. Although many volunteers and students tend to think the most financially sound program is the best, Dan is a strong advocate of a need-based approach and he should communicate that message in his research and in Online Tutor/Mentor Locator. In one of the interviews, Dan stated his vision is to create a demand-to-activity ratio for each neighborhood and focus on appealing volunteers and organizations to take
on the challenge to help the most impoverished neighborhood instead of the best funded ones. By reinforcing the image that T/MC is an organization that will focus on putting resource to the most needed area, T/MC can differentiate itself from other match-making organizations and increase its influential image.

Secondly, soliciting both funds and volunteers from a finite pool of resources in Chicago takes money and manpower away from other organizations. Since T/MC is an intermediary platform helping to improve programs and to connect tutors and mentors with youth in need of such services, this reallocation of resources should be viewed as an investment in existing programs with a higher return than simply using these resources in the programs as they are today. Money that could go to programs providing guidance and services to children in need of mentoring would instead be diverted to a site to attract and retain volunteers for greater long-term benefits. Dan needs to be cognizant of this as he seeks outside support. T/MC must be sold as a valuable service that will bring benefits to Chicago’s youth in the long run, or it will not be viewed as a good investment.

Additionally, Dan could face an ethical dilemma in his quest to cultivate relationships that will help T/MC. Striking up a relationship for the underlying purpose of “getting something” can seem somewhat devious. For this reason, Dan must choose his targets carefully and make sure they are people he would genuinely want to have a relationship with. Keeping this in mind can alleviate the moral dilemma of establishing a friendship for what could be deemed a less than honorable motive.